



# City of Seattle

Michael Patrick McGinn, Mayor

## Seattle Office for Civil Rights

Julie Nelson, Director

Date: May 27, 2010

To: City Councilmember Bruce Harrell, Chair  
Energy, Technology and Civil Rights Committee

From: Julie Nelson, Director

Subject: Seattle Office for Civil Rights presentation on 2010 Race and Social Justice Initiative Work Plan

I am looking forward to sharing SOCR's Race and Social Justice Work Plan with the Energy, Technology and Civil Rights Committee on June 2. Change Team co-chairs Rosalinda Hoskins and JT Delich will be joining me in making the presentation. I am pleased that RSJI continues to be a priority, not only for the Mayor, but for City Council as well. Eliminating race-based inequities in our city is difficult work and requires a long-term commitment. Your shared commitment and support is critical to our success.

SOCR has been working on RSJI since 2005, leading the Initiative Citywide as well as incorporating it within SOCR's own operations. Although we will be focusing on our 2010 work plan at the Committee meeting, I also wanted to share a few of our departmental accomplishments from previous years. We have:

- Conducted regular all-staff "Power Hour" training events that have provided staff with tools and resources to address institutional racism.
- Incorporated RSJI in all SOCR staff job descriptions and hiring announcements, as well as into our annual work plan development and implementation.

The attached table describes our major accomplishments and challenges thus far in 2010. At the committee meeting, we plan to highlight the following accomplishments:

- Use of the Change Team and Racial Equity Toolkit to review and revise SOCR's workplace policies and procedures, for example, a new travel and training policy that provides equitable access to limited training and travel resources and transparent decision making.
- Implementation of our 2010 contracting equity strategies. Although our contracting resources are limited, we currently are at 70% WMBE contracting.
- Incorporation of RSJI into SOCR's general anti-discrimination education and outreach, along with integration of strategies to address institutional racism within illegal discrimination investigations and integration of anti-discrimination into the work we do to support other departments' change teams.
- Strategies developed to increase upward mobility for employees in low-wage occupations, with a focus on administrative staff.
- Support for commissions to use the Racial Equity Toolkit in their work.

Our greatest challenge continues to be maintaining a dual focus on implementation of RSJI both Citywide and within our department. As the Initiative develops greater traction internally and has expanded to focus externally, our capacity to meet our work load is strained. Because we are a small department that is passionate about civil rights and RSJI, we are fortunate that almost everyone already has served at least one full term on our Change Team. Unfortunately, overall work schedules have become tighter due to increased workloads and furlough days. Nevertheless, I am so proud of the on-going passion and dedication of SOCR staff, all of whom work incredibly hard for race and social justice.

I look forward to sharing our work, and strategizing with the Committee about how we can collectively work for racial equity.

cc: SOCR Change Team

Desired Outcome(s)	Key Action(s)	Mid-year Accomplishments	Challenges
<b>Goal 1: End racial disparities within the City as an organization</b>			
<b>Workforce equity</b> <ul style="list-style-type: none"> <li>The City's workforce diversity reflects the diversity of Seattle's working age population</li> <li>Opportunities for upward mobility for workers in low wage occupations are increased</li> </ul>	<p>Implement strategies to address workforce equity, including increasing representation in occupational groups where some racial groups are under-represented.</p> <p>Implement upward mobility strategies for employees in low wage occupations, with a focus on admin and/or laborers.</p> <p>Use new out-of-class rules and best practices as a part of the department's out-of-class assignments. Change Teams and/or management will evaluate their department's use of the new rules and best practices.</p>	<p>Workforce equity strategies developed.</p> <p>Management working with Change Team to evaluate out-of-class personnel rule and best practices</p>	<p>Work Group consisting of representatives from each Division will be implemented in Q3.</p>
<b>Contracting equity</b> <ul style="list-style-type: none"> <li>City increases MBE contracting.</li> </ul>	<p>Ensure equitable access by WMBE firms to compete for purchasing and consulting contracts.</p> <p>Improve internal processes to help City employees make better contracting and purchasing decisions with respect to the City's contracting equity goals.</p>	<p>Completed annual outreach plan. Worked with DEA to establish department's 2010 target for purchasing and consulting; report progress against the target each quarter.</p> <p>Notified key staff of our 2010 WMBE goals and outreach plan. Trained staff on how to locate and use the Business and Blanket Vendor Contract Search Tool to search for WMBE vendors. Continue to share our monthly WMBE usage reports.</p>	
<b>City employee knowledge and tools</b> <ul style="list-style-type: none"> <li>City employees have the</li> </ul>	<p>Change Teams implement baseline standards for success, including development and implementation of a Change Team charter, and lead and/or provide support for key RSJI</p>	<p>3 Power Hours held: Applied RSJI Filter to Services and Programs; Racial Equity Toolkit Refresher Training; and</p>	<p>Over the first half of the year, Team membership increased then dropped. Team is looking to rebuild with core members.</p>

Desired Outcome(s)	Key Action(s)	Mid-year Accomplishments	Challenges
<p>understanding, skills and tools needed to eliminate institutionalized racism and work towards racial equity.</p> <ul style="list-style-type: none"> <li>Initiative has consistent Citywide visibility and employees have a greater understanding of the scope and depth of the Initiative.</li> </ul>	<p>activities.</p> <p>Provide appropriate training to all employees to ensure attainment of RSJI core competencies.</p> <p>Provide training to departmental directors, managers and supervisors who have not yet completed the management training series, and provide ongoing skill development opportunities for other directors, managers, supervisors and Change Teams.</p> <p>Establish annual accountability agreements between director and senior management and between senior management and next level down inclusive of at least one RSJI priority.</p> <p>Develop a new document "Work Place Cultural Commitments" that is consistent with RSJI and that replaces "Work Place Expectation"</p>	<p>Race / Gender / Power Training</p> <p>Quarterly check-ins conducted at M-Team meetings to ensure progress is being made.</p> <p>Adopted new Management and Employee Development Procedure. RSJI Accountabilities included</p> <p>Collected and discussed input for new workplace expectations. Workgroups formed. Inclusive process for Values Statement underway. Tracking implementation.</p>	<p>Schedules tighter with furlough days and increased workloads, making it difficult for new members to commit.</p> <p>Staff reluctant to create a document that will most likely be filed away. Discussions are on-going. Inclusive process for Values Statement underway.</p>

<b>Goal 2: Strengthen the way the City provides services and engages with the community</b>
---

<p><b>Outreach and public engagement</b></p> <ul style="list-style-type: none"> <li>Public engagement activities are more intentionally inclusive and culturally appropriate. Communities' cultural assets and knowledge are better utilized, and participation by people of color increases.</li> <li>All boards and commissions reflect the</li> </ul>	<p>Outreach and public engagement lead:</p> <ul style="list-style-type: none"> <li>Coordinates internal departmental team and implements outreach and public engagement training within the department;</li> <li>Participates in Outreach and Public Engagement Work Group; and</li> <li>Shares departmental outreach and public engagement best practices with the Work Group.</li> </ul> <p>Build competency in the use of the OPE Toolkit as a resource in public engagement activities to ensure coordinated and effective approaches to City engagement activities.</p>	<p>Coordinate with the Work Group as needed, including sharing SOCR outreach and public engagement best practices.</p> <p>Adopted New Outreach Procedure</p> <p>Incorporated the OPE toolkit into SOCR's public engagement activities, and shared resources with other SOCR staff.</p> <p>Seattle Commission for People with</p>	
--	--	--	--

Desired Outcome(s)	Key Action(s)	Mid-year Accomplishments	Challenges
diversity of Seattle's communities.	<p>Track, recruit and facilitate the appointment of racially diverse board members, commissioners and advisory group members.</p> <p>Ensure members of the new Seattle Commission for People with Disabilities (SCPWD) and other SOCR commissions develop RSJI understanding and capacity.</p>	<p>Disabilities Recruited, Staff Confirmed.</p> <p>SCPWD and other commission members receive RSJI training, including racial equity toolkit training.</p>	
<b>RSJI best practices criteria</b> <ul style="list-style-type: none"> <li>Staff increases familiarity with a racial equity framework through practice and application of tools.</li> <li>A systematic racial equity review of City programs, policies, practices and procedures is established.</li> </ul>	<p>Identify key programs or policies and evaluate using the Racial Equity Toolkit.</p> <p>Results and recommendations from the Analysis will be used in conjunction with RSJI best practices to develop improvements.</p>	<p>Change Team evaluates programs and services using RSJI filter/best practices.</p> <p>SOCR Adopts New Outreach Procedure, Travel and Training Policy, and Employee Development Procedure, including RSJI Accountabilities.</p>	Review process lengthy
<b>Immigrant and Refugee (I&amp;R) Action Plan:</b> <ul style="list-style-type: none"> <li>Improve customer service with I&amp;R</li> <li>I&amp;R will experience improved knowledge of and access to City services and funding</li> <li>Support community-based organizations serving I&amp;R to assure effective service delivery</li> </ul>	<p>Implement the Immigrant and Refugee Action Plan</p> <ul style="list-style-type: none"> <li>Improve access to services and information (includes implementation of the translation and interpretation policy)</li> <li>Protect civil rights</li> <li>Promote civic engagement</li> <li>Encourage work force and economic development</li> <li>Strengthen service delivery</li> </ul> <p>Establish and maintain alignment between RSJI, the Immigrant and Refugee Action Plan and the Public Engagement work group.</p>	<p>Assisted DON with review and revision of the City policies on translation and interpretation.</p> <p>Ensured translation and interpretation services are provided for SOCR's major projects and events.</p> <p>Developed translated versions in Tier 1 languages of the City's RSJ Initiative and developed new translated versions in Tier 1 languages of primary SOCR departmental information.</p> <p>Conducted outreach to immigrant / refugee communities re U.S.</p>	

Desired Outcome(s)	Key Action(s)	Mid-year Accomplishments	Challenges
		<p>Census 2010.</p> <p>Workshop on Civil Rights in the Workplace offered to community/cultural centers and job programs in SE targeted for seniors, youth and job seekers, Workshop on Civil Rights Law for Small Business Owners, and Civil Rights Legal Clinic at neighborhood service centers.</p> <p>Coordinated with DON to ensure that RSJI public engagement and I / R work plan are aligned.</p>	

<b>Goal 3: Eliminate race-based disparities in our communities</b>
--

<b>Community race-based disparities</b> <ul style="list-style-type: none"> <li>Institutional barriers to racial equity within the City are identified and analyzed.</li> <li>City, community and public and private institutions work together to address race-based disparities that impact our communities.</li> </ul>	Designate staff to participate in relevant interdepartmental teams convened to address racial disparities	<p>Education has been selected by the RSJ Community Roundtable as the disparity with which to lead. Work is being aligned with the Youth and Families Initiative. Discussions have been facilitated with the RSJ Sub-Cabinet and Change Team leads.</p>	<p>Roundtable members are working within their own organizations to address institutional racism and increase accountability. This new approach has required a shift in thinking.</p>
	Analyze departmental barriers and opportunities for the given racial disparity.		
	Work with SOCR and the Race and Social Justice Roundtable to develop action plans to affect community conditions and measures to track improvements.		
	Implement and track action plan items within the department.		